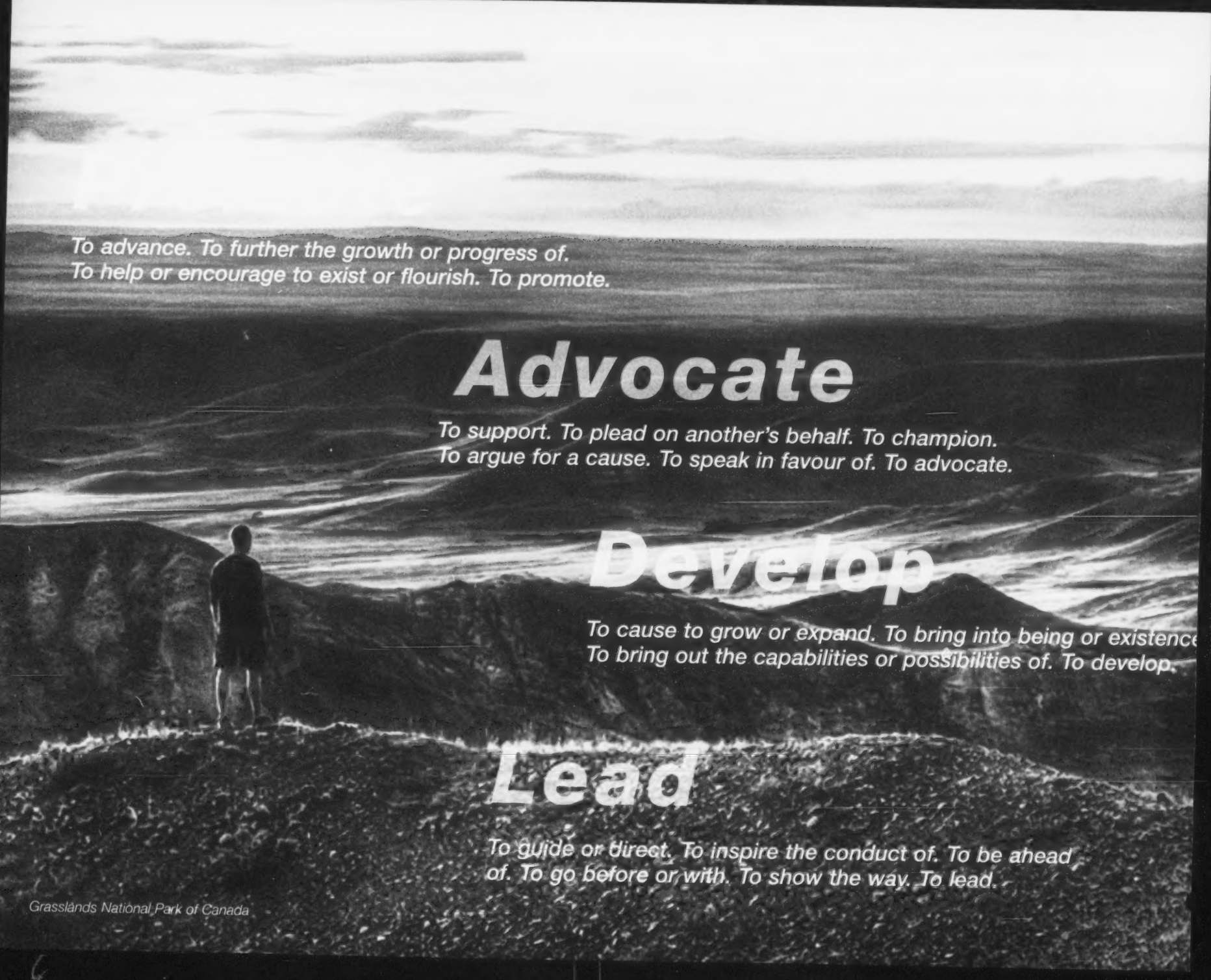
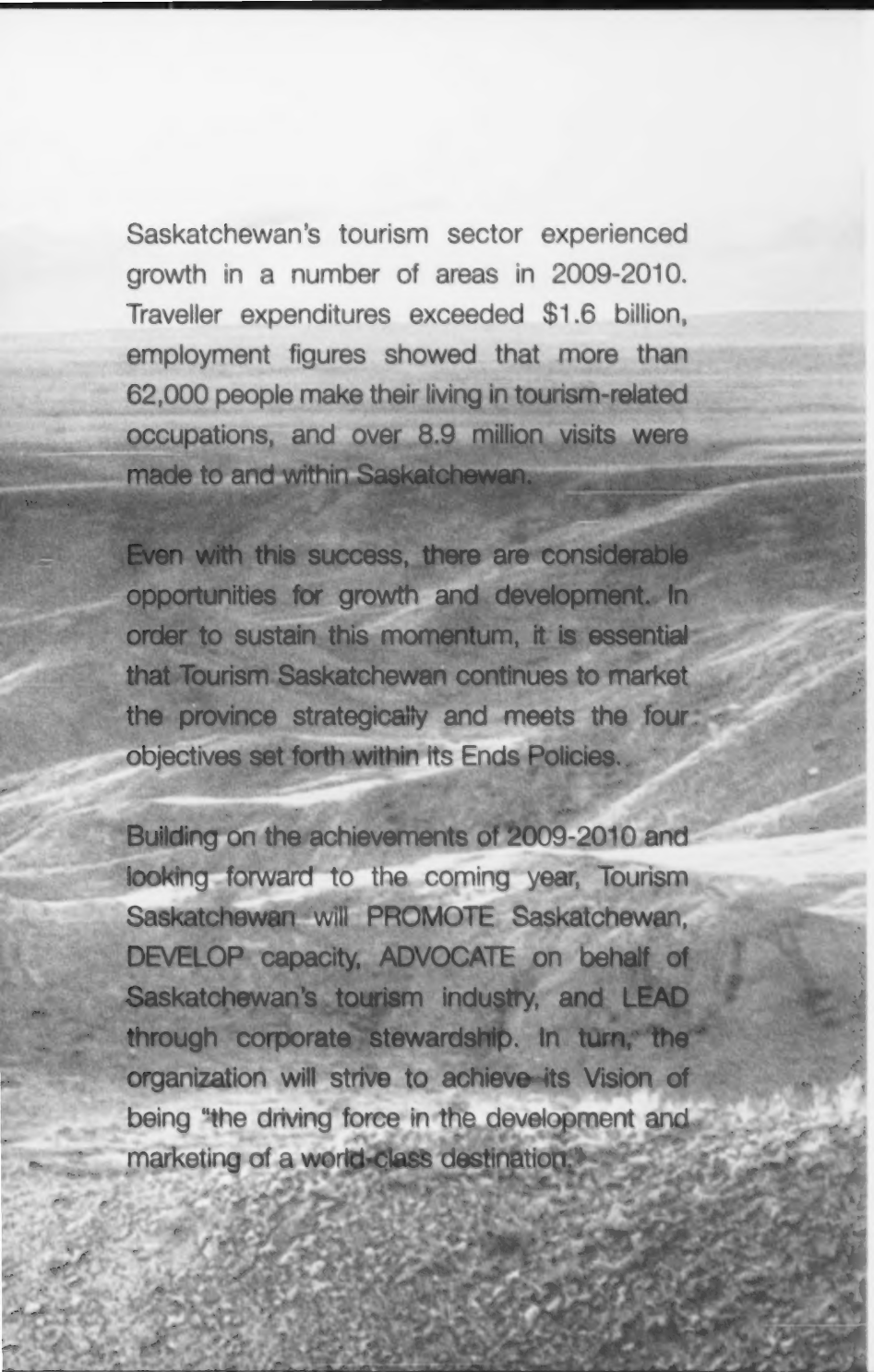
Tourism Saskatchewan

2009/2010
ANNUAL
REPORT


To advance. To further the growth or progress of.
To help or encourage to exist or flourish. To promote.
Advocate
To support. To plead on another's behalf. To champion.
To argue for a cause. To speak in favour of. To advocate.
Develop
To cause to grow or expand. To bring into being or existence
To bring out the capabilities or possibilities of. To develop.
Lead
To guide or direct. To inspire the conduct of. To be ahead
of. To go before or with. To show the way. To lead.
Grasslands National Park of Canada



Saskatchewan's tourism sector experienced growth in a number of areas in 2009-2010. Traveller expenditures exceeded $1.6 billion, employment figures showed that more than 62,000 people make their living in tourism-related occupations, and over 8.9 million visits were made to and within Saskatchewan.

Even with this success, there are considerable opportunities for growth and development. In order to sustain this momentum, it is essential that Tourism Saskatchewan continues to market the province strategically and meets the four objectives set forth within its Ends Policies.

Building on the achievements of 2009-2010 and looking forward to the coming year, Tourism Saskatchewan will PROMOTE Saskatchewan, DEVELOP capacity, ADVOCATE on behalf of Saskatchewan's tourism industry, and LEAD through corporate stewardship. In turn, the organization will strive to achieve its Vision of being "the driving force in the development and marketing of a world-class destination."

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2009-2010 in Review

In 2009-2010, many events raised the province's profile as Saskatchewan was showcased on national and international stages.

From the World Junior Hockey Championships hosted in Saskatoon to an impressive provincial presence at the 2010 Winter Olympic and Paralympic Games, Saskatchewan was celebrated by many.

Accounting for an economic impact of more than $86 million, of which visitor expenditures accounted for $9.8 million, the World Juniors was just one of the province's world-class events. In Vancouver, the Saskatchewan Pavilion welcomed more than 120,000 people from around the globe.

At both events and the many others that were held throughout the province last year, Saskatchewan's culture, talent, and hospitality were on display. We have an abundance of tourism resources – approximately 4,200 attractions, events, and tourism-related businesses entertain, educate, and excite those who visit our province and the people who call Saskatchewan home. More than 8.9 million visits to and within Saskatchewan occurred in 2009, a 5.5% increase over the previous year.

The tourism sector experienced growth in other areas in 2009-2010. Traveller expenditures rose to $1.634 billion, an increase of 3%, and Saskatchewan was one of only three provinces and territories that saw a significant increase in direct border entries by residents of the United States. These successes can be attributed to the work of the more than 62,000 citizens employed in tourism-related occupations – a number that has also seen a significant gain in the past year.

To maintain that strength in the sector, strategic planning and forward thinking are necessary, and several Tourism Saskatchewan initiatives in 2009-2010 are evidence of just that. Guided by the four objectives outlined in the organization's Ends Policies – PROMOTE Saskatchewan, DEVELOP capacity, ADVOCATE on behalf of Saskatchewan's tourism industry, and LEAD through corporate stewardship – Tourism Saskatchewan set out to accomplish its unique and complex mandate that encompasses marketing, education and training, visitor services, industry development, research, member services, and more.

Targeted marketing initiatives caught the attention of travellers from across Canada and North America. An extensive advertising campaign in Alberta, including television spots using high-definition videography, online advertising, direct mail, magazine advertorials, media events, and "domination" of a Light Rail Transit (LRT) station in Calgary generated considerable interest.

In the United States, print-based, online advertising, and the media/publicity program promoted Saskatchewan's world-class fishing and hunting products. To build awareness of the direct air links from Denver, Colorado to Saskatoon and Regina, advertising was placed in strategic locations in the Denver International Airport, and Tourism Saskatchewan attended the International Sportsmen's Exposition (ISE).

Attendees at the Denver-based show had the opportunity to have their photo taken with a replica monster walleye or trophy-sized northern pike in front of a Saskatchewan background. This technology was developed further into a "green screen" operation that travelled with Tourism Saskatchewan staff to the Olympic Games and the Calgary Stampede.

Tourism Saskatchewan's social media marketing efforts continued to raise the province's profile and resulted in an increased presence on *Facebook*, *Twitter*, *YouTube*, *TripAdvisor*, and *Picasa*. Other initiatives included online advertising that generated over 770 million impressions and the launch of Tourism Saskatchewan's mobile-optimized website, www.2sk.ca.

The organization upgraded its networking and data infrastructure and completed the first phase of a new information system project. A new Accounting and Financial Reporting System and the core elements of an organization-wide Customer Relationship Management system were deployed.

Following a comprehensive review of Tourism Saskatchewan's travel literature, the new *Saskatchewan Discovery Guide* was launched in December, 2009. The *Saskatchewan Fishing & Hunting Guide* was also re-designed and will be distributed in December, 2010.

Fostering collaboration and co-operation in Saskatchewan's tourism industry, the third annual *HOST Saskatchewan – Hospitality, Outfitters & Tourism Conference & Trade Show* was a resounding success. More than 300 delegates assembled for two days of workshops, networking opportunities, and award celebrations.

Destination Area Planning occurred in many areas of the province from Prince Albert National Park of Canada to Cypress Hills Interprovincial Park. Progress has been made on a number of recommendations contained in the Lake Diefenbaker plan, which was finalized in 2008. The Cypress Hills plan was approved and a coalition of area stakeholders is overseeing implementation of its various recommendations. The Prince Albert National Park and Area Destination Area has established a Destination Marketing Organization. It will work to further develop the tourism assets of the national park and surrounding area. Members include operators from Waskesiu, Emma, Christopher, and Anglin lakes, and Big River.

Tourism Saskatchewan also collaborated with tourism stakeholders from across Saskatchewan, Alberta, and Manitoba, to promote tourism attractions and events related to the pivotal events of 1885, as part of the *Trails of 1885* initiative. More than 35 anniversary events were staged throughout the year at various locations across the province.

Contributing to a vibrant and robust tourism workforce, the Saskatchewan Tourism Education Council (STEC) achieved a number of objectives set out as part of the human resources strategy, *Charting Our Future With the Best People*. More than 4,000 people participated in occupation-specific and general tourism education and training programs and services across the province.

The 2009-2010 fiscal year was the first year of implementation of Tourism Saskatchewan's *Three-Year Business Plan 2009-2012*. One of its seven Corporate Goals outlined in the plan is the implementation of a provincial Quality Assurance Program (QAP) by 2012. The first year has largely focused on research that is critical to building a strong foundation.

Once again, Tourism Saskatchewan was successful in fulfilling its mandated operational objectives, providing core support and direction to the five Tourism Regions and the two City Marketing Organizations, managing Visitor Reception Centres, conducting research, supporting the STEC in the delivery of its training and education programs, publishing the Saskatchewan travel literature series, and marketing our province to potential visitors around the world.

Cypress Hills Interprovincial Park

Message from the Minister

This has been a year of celebration. A year when we showcased Saskatchewan to the world – and to ourselves.

Saskatchewan's presence at the 2010 Vancouver Olympic and Paralympic Games was a huge success. Our province's pavilion was one of the most popular at the games, in large measure due to our artists who provided entertainment, attracting national and international attention. The pavilion gave visitors a peek at our culture, an overview of our natural resources and industry, and a taste of our food. It also promoted Saskatchewan as a great place to live and to visit.

The Saskatchewan Pavilion at the Olympics won the Premier's Award of Excellence in public service. This was a true team effort involving a number of organizations. Tourism Saskatchewan staff led the design of the pavilion entertainment centre, worked on videos shown in the centre, worked with the media, and provided staff at the Saskatchewan Experience Centre. I want to extend my heartfelt thanks to Tourism Saskatchewan for its work on this tremendously successful project.

2010 was declared "The Year of the Métis in Saskatchewan" – a time to recognize Métis history, celebrate their accomplishments, and mark the 125th anniversary of the 1885 Northwest Resistance. Events commemorating 1885 drew visitors to Fort Carlton, Fort Pitt, and Steele Narrows provincial parks and the Fort Battleford National Historic Site of Canada.

The 2010 Back to Batoche Days also commemorated the Northwest Resistance, attracting people from Saskatchewan and across North America to the Batoche National Historic Site of Canada.

2010 also marked the 200th anniversary of Fort Carlton and the 150th anniversary of the Holy Trinity Anglican Church at Stanley Mission, a provincial heritage property. The church is the oldest building in Saskatchewan and the oldest wood-frame church west of Winnipeg. Its anniversary drew people from as far away as Ireland.

Tourism Saskatchewan worked with its partners to develop the *Trails of 1885* coalition, which helped raise the profile of the 1885-related sites and attractions.

Major events, such as the Western Canada Farm Progress Show, the World Women's Curling Championship, and the World Junior Hockey tournament drew national and international visitors, raised Saskatchewan's profile, and provided an amazing boost to our province's tourism industry. The World Juniors accounted for an economic impact of more than $86 million, while Farm Progress generated expenditures of up to $380 million.

Saskatchewan's tourism industry contributes $1.6 billion to our economy each year. That is why the provincial government remains committed to our election platform commitment of doubling tourism spending. This translates into an additional $32 million over four years to support initiatives, such as additional marketing activities promoting Saskatchewan, capital investment in tourism facilities, and support for event hosting.

Our province's healthy economy and high quality of life continues to attract people. Our population has reached an all-time high. This shows that more people are staying in Saskatchewan and even more are moving here to work, live, and raise their families.

This year, we launched our new Cultural Policy, *Pride of Saskatchewan*. Our culture is derived from the land and reflected in the history, diversity, and creative expression seen daily in our communities. Culture keeps our past alive, articulates our dreams, fosters understanding of who we are, and conveys our confidence to the world. These are the things that visitors come to experience.

We are a province that takes pride in hosting people and welcomes the opportunity to showcase Saskatchewan to the world. A strong tourism industry helps us do both.

Best wishes for the year ahead.

Sincerely,

Bill Hutchinson

Ministry of Tourism, Parks, Culture and Sport

Bill Hutchinson
Minister of Tourism, Parks, Culture and Sport

DUAL ACCOUNTABILITY

As a sector-based organization, Tourism Saskatchewan is dually accountable. In the delivery of its strategic business operations, management is responsible for ensuring that Tourism Saskatchewan meets the requirements of eight legislated functions and responds to the policy-based form of governance outlined by the Board of Directors.

LEGISLATED FUNCTIONS

Tourism Saskatchewan was created in 1994, the result of recommendations and supporting work by an industry/government taskforce. Government legislation was passed in support of the new model, and *The Tourism Act* was revised in 1996 to effectively represent the merging of TISASK, the Saskatchewan Tourism Education Council (STEC), and the product development area of the provincial government with Tourism Saskatchewan.

Identified in *The Tourism Act* are eight legislated functions that comprise Tourism Saskatchewan's core mandate:

1. The marketing of tourism;
2. The provision of visitor and information services;
3. The education and training of those working in the tourism industry;
4. The planning and development of destination areas;
5. The administration of tourism funding programs;
6. Research and policy development in tourism;
7. Public awareness of tourism; and,
8. The development and promotion of tourism in Saskatchewan.

Message from the Chair

Another year, come and gone, provides an opportunity to reflect on the many successes and achievements of Tourism Saskatchewan, and the tourism sector as a whole. This was a year of major strides forward for the organization and a time of celebration for the industry.

In 2009-2010, Saskatchewan's tourism industry showed growth in a number of areas, contributing more than $1.6 billion to Saskatchewan's economy. The number of visits to and within Saskatchewan increased by 5.5% to 8.93 million and those working in tourism reached a record high at 62,300. We should be proud of our bounty of tourism resources, with more than 4,200 attractions, events, and tourism-related businesses in this province.

The strength of our industry can be directly attributed to the dedication and commitment of the organizations, owners, operators, and employees who are the driving force behind Saskatchewan's tourism sector. I never cease to be impressed by the spirit and enthusiasm of these people scattered throughout our wonderful province.

Tourism Saskatchewan has a leadership role to play in encouraging operators, sector organizations, the business community, our vibrant cities, and all levels of government to work collaboratively in order to best serve our industry. Fostering relationships is vital for success, reinforcing the understanding that by working together, we can accomplish great things.

And that we did. Notable highlights of the 2009-2010 fiscal year include:

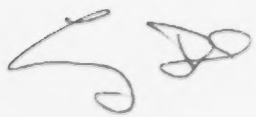
- First year of implementation of Tourism Saskatchewan's *Three-Year Business Plan 2009-2012*;
- First stages of development of a Quality Assurance Program (QAP), one of the seven Corporate Goals outlined in the plan, to be implemented by 2012;
- Resounding success of the third annual *HOST Saskatchewan – Hospitality, Outfitters & Tourism Conference & Trade Show*, held in Saskatoon in March;
- Targeted marketing initiatives that raised Saskatchewan's profile in neighbouring provinces and across North America;
- An impressive provincial presence at the 2010 Winter Olympic and Paralympic Games in Vancouver;
- Destination area planning that spanned the province from Prince Albert National Park of Canada to Cypress Hills Interprovincial Park;
- Support of more than 35 events throughout the year at various locations across the province as part of the *Trails of 1885* initiative;
- Revamp of Tourism Saskatchewan's travel literature series;
- Implementation of an effective tourism human resources strategy; and
- Advocacy efforts of the ambassadors of Saskatchewan's tourism industry – the President's Task Teams.

Another highlight for the organization was the move to its new Regina location. Staff moved to the site, which can be found on the corner of Albert Street and Dewdney Avenue, in July, and

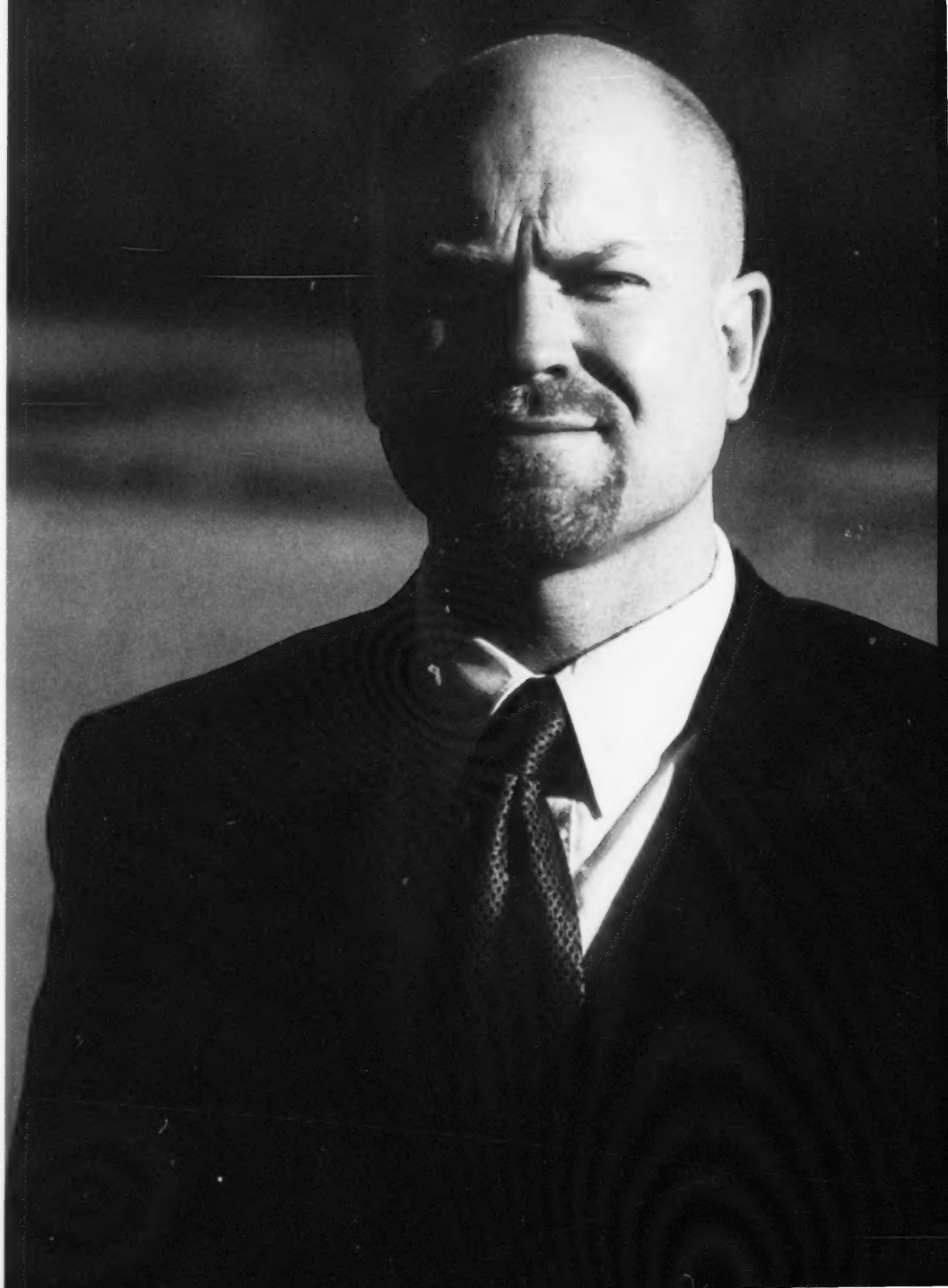
celebrated its Grand Opening with other tenants of Regina Centre Crossing in August.

As Chair, I would like to conclude by recognizing and thanking Dr. Lynda Haverstock and the professional staff of Tourism Saskatchewan, the dedicated members of our Board, volunteer committees, President's Task Teams, Tourism Regions, our government partners, the Ministry of Tourism, Parks, Culture and Sport, stakeholder associations and organizations, and sponsors who all contribute to the success of Saskatchewan's dynamic tourism sector.

As we focus on the new year ahead, we can look back on 2009-2010 as a year in which our organization and our entire industry can take pride, and one that helped lay a foundation that will continue to earn returns for our province for years to come. On behalf of the Board of Directors, I offer our sincere appreciation.



Carey Baker



Board of Directors

Tourism Saskatchewan is governed by a 15-member Board of Directors – 10 industry-appointed positions, three elected by the membership, and two appointed by the Government of Saskatchewan. These individuals volunteer their time and efforts to the organization, and commit to representing the entire industry, rather than the interests of their respective sectors. On behalf of the industry, the Board of Directors meets approximately eight times annually to monitor the work of Tourism Saskatchewan and provide direction to the administration.

2009-2010 BOARD OF DIRECTORS

Carey Baker, Chair, West Central/East Central Tourism Regions
Susan Schigol, Vice-Chair, Saskatchewan Outfitters Association
Wynne Young, Government of Saskatchewan
Chris Dekker, Government of Saskatchewan
Leon Brin, Regina Regional Opportunities Commission
Terry Verbeke, Tourism Saskatoon
Paul Dicks, Northern Tourism Region
Mark Caswell, Southwest/South East Tourism Regions
Jasmine DeBlois, Saskatchewan Hotel & Hospitality Association
Brenda Sherring, Heritage/Arts/Multicultural Organizations
Randy Goulden, Member-at-Large
Joe Chad, Member-at-Large
Dana Soonias, Member-at-Large
Vacant, Métis Nation of Saskatchewan
Vacant, Federation of Saskatchewan Indian Nations

The following information demonstrates the attendance of individual Directors at eight Board meetings held during the October 1, 2009 to September 30, 2010 fiscal year.

Please note: *Terms of Board Members run per calendar year.*

Carey Baker (8/8)
Larry Bird [i] (1/2)
Leon Brin (3/5)
Mark Caswell (4/5)
Joe Chad (6/8)
Tony Coppola [ii] (3/3)
Jasmine DeBlois (7/8)
Chris Dekker (7/8)
Paul Dicks (3/5)
Randy Goulden (7/8)
Daryl Safinuk [iii] (2/3)
Sue Schigol (5/8)
Brenda Sherring (5/8)
Dana Soonias (3/5)
Andrew Turnbull [iv] (3/3)
Terry Verbeke (3/5)
Wynne Young (4/8)
Federation of Saskatchewan Indian Nations [v]
Métis Nation of Saskatchewan [vi]

Back Row (left to right): Terry Verbeke, Paul Dicks, Jasmine DeBlois, Wynne Young, Joe Chad
Middle Row (left to right): Dana Soonias, Leon Brin, Susan Schigol, Chris Dekker, Mark Caswell
Front Row (left to right): Carey Baker, Randy Goulden
Missing: Brenda Sherring

Larry Bird, Member-at-Large, ceased to be a member of the Board in December, 2009.

[i] Tony Cappola, appointed by the Regina Regional Opportunities Commission, ceased to be a member of the Board on December 31, 2009.

[iii] Daryl Safinuk, appointed by the South East and Southwest Tourism Regions, ceased to be a member of the Board on December 31, 2009.

[iv] Andrew Turnbull, appointed by Tourism Saskatoon, ceased to be a member of the Board on December 31, 2009.

[v] This position has been vacant since January 1, 2009.

[vi] This position has been vacant since January 1, 2006.

Message from the President/CEO

There are different ways of summarizing an eventful, unprecedented year. One could make a no-nonsense statement about the successes, challenges, and intense level of activity in 2009-2010. Another option would be to simply share entries from pages that begin "Dear Diary." A balance between the two appealed to me.

On October 1, 2009, a serious question was on our minds. Given the December 31 expiry date of the lease for our Regina office space, everyone was asking, "Where will we be in three months?" The answer came in a proposal from Century West Development, offering us a site at the heart of Regina on the corner of Albert Street and Dewdney Avenue. This premium location would provide a significant profile to the tourism sector and our organization. Tourism Saskatchewan's Board of Directors demonstrated considerable foresight in their decision to accept the terms that would secure Tourism Saskatchewan's home for the next 15 years.

All six President's Task Teams met during the autumn months. These dynamic gatherings reinforced how serious Team Members were about their commitment, as well as how fortunate we are to be the beneficiaries of their knowledge, experience, and advice. Progress on issues has been impressive, especially in the area of quality assurance.

January marked the anticipated arrival of our beautiful new *Saskatchewan Discovery Guide*. There was cause for revelry, but finding a free moment to celebrate was not easy. Preparing for the office relocation in June, approving designs, assembling the Board of Directors for their first meeting, first quarter reporting, counselling travellers as their thoughts turned to summer vacationing, finalizing marketing campaigns – these were just a few of the areas demanding attention. Strategic planning was also underway and presented challenges posed by increased fixed costs in our Regina and Saskatoon offices. And there was a particularly special event that definitely demanded our time and attention – the 2010 Winter Olympic Games in February.

Some staff relocated to Vancouver and were on the front lines at the Saskatchewan Pavilion. They made us proud in every single way. Those who stayed behind and managed more than their share of work demonstrated, too, a deep commitment to teamwork. Amid all of the Olympic excitement, construction began on our new home!

Spring was a flurry. Our social networking activities continued to be great fun. We delighted in the launch of our impressive *Pure Saskatchewan* campaign in Alberta. Infiltrating Calgary with our *Station Domination* project brought us pure pleasure. Much less enjoyable was responding to angry calls and e-mails regarding the differential camping fees for provincial parks.

In Saskatoon, the Saskatchewan Tourism Education Council (STEC) pulled out all the stops to manage a record number of certifications in time for the Professional Recognition Dinners in June. The first Saskatchewan businesses to earn the *Employer of Choice* designation were also honoured. Tourism Awareness Week was celebrated, and we welcomed a new Minister of Tourism, Parks, Culture and Sport – the Honourable Bill Hutchinson, and then… moving began in earnest.

Who could have predicted Mother Nature's wrath during the summer months? No one anticipated record rainfall, cool weather, and overcast skies day after day; nor could one imagine the devastation that resulted in 150 communities being declared disaster areas. The resiliency and optimism of many tourism operators was inspiring. Many had to battle misconceptions that they were inaccessible and off limits to tourists when, in fact, they were open for business.

August 26 was the date of the Grand Opening of Regina Centre Crossing, where Tourism Saskatchewan shares quarters with progressive, like-minded "neighbours." The

occasion was an opportunity to foster new friendships and convey the message that tourism is a significant economic driver. There have been increased visits to our new space and people are interested in learning more about our organization and sector. The attention has been most welcome.

The "breakneck" pace continued to the end of our 2009-2010 fiscal year. On September 30, I noted a collective sigh of relief. The books balanced, the implementation of a Client Relationship Management system was nearing its final stages, a Quality Assurance Program was on its way to becoming a reality, and tourism employment figures were up. There were many reasons to be proud and optimistic.

I am grateful, each and every day, to the special people who go above and beyond – Tourism Saskatchewan's Board of Directors and staff, our partners, members, and everyone who embraces their role as an "ambassador" for this special place – Saskatchewan.

Lynda Haverstock, C.M., S.O.M., Ph.D., LL.D.
President/CEO

Tourism Saskatchewan

Tourism Saskatchewan is a board-driven, membership-based, industry/government partnership, which was the first of such models in Canada. A strength of the organization is its membership, numbering over 2,000.

Working with members, government partners, and a number of stakeholders, Tourism Saskatchewan strives to be innovative, efficient, and effective in its delivery of core support to the industry, and leads a variety of initiatives across a broad range of areas – marketing, education, human resource development, visitor services, industry development, research, member services, and more.

Ends Policies:
Tourism Saskatchewan's legislated mandate sets the broad responsibilities for the organization. Ends Policies set the focus for operational activities and objectives, and provide clear guidance to the organization in four key areas:

1. **PROMOTE Saskatchewan;**
2. **DEVELOP Capacity;**
3. **ADVOCATE on Behalf of Saskatchewan's Tourism Industry; and,**
4. **LEAD through Corporate Stewardship.**

Vision Statement
Tourism Saskatchewan's Vision Statement conveys the long-term direction of the organization.

"Tourism Saskatchewan is the driving force in the development and marketing of a world-class destination."

Corporate Values
Corporate Values illustrate the way in which the organization strives to do its business of representing the province's tourism sector.

- **Integrity – Commitment with Integrity**
- **Excellence – Leadership through Excellence**
- **Respect – Teamwork built on Respect**
- **Innovation – Continuous Improvement supporting Innovation**

Organizational Structure

Membership
Over 2,000

Board of Directors

Executive Office

Responsible for all operational activities, manages corporate/community/government relations, executive communications, human resources, policy development, special projects, and lobbies on behalf of the industry. President/CEO works with the Board of Directors to ensure governance model is properly executed. Executive Office provides administrative support to the Board of Directors and oversees the organization and activities of the President's Task Teams.

Finance and Administration
Responsible for financial management and reporting, and facilities and materials administration. The department supports the corporate accountability of Tourism Saskatchewan's operations and ensures financial and administrative systems are in place to manage efficient, cost-effective performance.

Marketing
Responsible for promoting awareness of the province's tourism opportunities. Functions managed by the department include: advertising, promotion, media publicity, research, front-line visitor services, online marketing, and information technology.

Industry Development
Responsible for providing planning assistance and direction to communities, tourism regions, destination areas, individual businesses, and groups throughout the province to enhance tourism experiences, with the goal of increasing per-person visitor expenditures.

Industry Relations
Responsible for expanding communication with the industry and on behalf of the industry. Responsibilities include: event management, membership, advertising sales, corporate communications, quality assurance, Industry Matters website, image library, and production of travel literature.

Saskatchewan Tourism Education Council (STEC)
Responsible for the provision of education and training to support Saskatchewan's tourism sector. Its mandate addresses human resource management, employee recruitment and retention, post-secondary and technical training, awareness of tourism as a viable career choice, and the development of a professional and more representative tourism workforce.

Promote

One of Tourism Saskatchewan's Ends Policies states that the organization will promote Saskatchewan by articulating the province's unique tourism experiences in a manner that promotes a positive image to potential visitors and citizens alike. In 2009-2010, Tourism Saskatchewan embarked on a number of initiatives to achieve this goal.

Visitor Services

Visitor services and information were provided to potential travellers in a variety of ways, including telephone, visits to Tourism Saskatchewan's websites, live chat, email inquiries, direct-mail response cards, and in-person at the five Visitor Reception Centres (VRCs). In 2009-2010, Tourism Saskatchewan provided services to 140,172 actual and potential visitors.

Shows and Marketplaces

Tourism Saskatchewan attends marketplace events on behalf of the industry, and in partnership with the industry. During the fiscal year, the Marketing team attended 13 consumer shows across Canada and the United States. Contacts were made with more than 12,000 individuals and a further 7,926 qualified leads. Seventeen industry members partnered with Tourism Saskatchewan at these events. Participation in four travel trade marketplaces and events in North America resulted in approximately 133 appointments with key trade influencers. Three industry partners joined Tourism Saskatchewan at *Rendez-vous Canada 2010*.

In order to continue building awareness of the direct air links from Denver, Colorado to Saskatoon and Regina, Tourism Saskatchewan attended two travel agent shows in Colorado, making contact with 106 agents. The organization also attended the *International Sportsmen's Exposition (ISE)* in Denver to promote the province's fish/hunt products. With a large presence on the floor and the chance for attendees to have their photo taken with a replica trophy-sized fish, Tourism Saskatchewan created tremendous excitement at the show. There were 844 photos taken, with about a 60% retrieval rate from the web. The technology piloted at the ISE show was developed further into a green screen operation.

Tourism Saskatchewan, along with eight industry partners, took the green screen to the Calgary Stampede, offering visitors the chance to have their photo with one of six Saskatchewan backgrounds. More than 1,000 photos were taken, with 774 claimed from the website, and with 58% opting in for more tourism information.

Advertising

Television advertising continued to be the primary traditional advertising medium carrying Saskatchewan's tourism messages to the Alberta market. Two flights of commercials were aired on the Calgary and Edmonton affiliates of *CTV*, *Global*, *CBC*, and *City TV*.

In Calgary, advertising initiatives included a large mural-like ad on one Light Rail Transit (LRT) train and the "domination" of one LRT station with multiple messaging. In Edmonton, unaddressed direct mail supported television advertising.

Advertising initiatives in the United States focused on supporting new United Airlines flight service connecting Denver with Saskatchewan. In February and March, advertising was placed in strategic locations in the Denver International Airport to introduce air travellers to Saskatchewan's fishing and soft outdoor products.

Media Assistance Program

In 2009-2010, the media assistance program provided financial support to a total of 59 individuals and groups, resulting in $1.6 million in exposure through print, television, and web-based media in Canada, the United States, and Germany. An additional 20 media were supported with the necessary travel documents to visit Saskatchewan to complete their stories.

In August, Tourism Saskatchewan hosted four journalists from Canada, Germany, and China on

the *2010 GoMedia* familiarization tour. This trip resulted in approximately $15,000 in media coverage by the end of the 2009-2010 fiscal year, with additional returns expected in 2010-2011. A further $6.5 million in non-influenced exposure was recognized in Canadian and U.S. markets through a subscribed media monitoring service.

Online Marketing

Online advertising generates the majority of Tourism Saskatchewan's ad-driven website visits and inquiries. *Google Adwords*, *Facebook* Ads, and banner advertising programs resulted in over 770 million ad impressions and over 481,000 ad clicks.

Social media marketing activities have emerged as an effective and important piece of Tourism Saskatchewan's marketing mix. *Facebook* activities resulted in over 48,465 page views, over 1,459 new fan subscriptions, and 1,761 interactions. Tourism Saskatchewan's *YouTube* channel logged 44,107 views. Tourism Saskatchewan also has a presence on *Twitter*, *Picasa*, and maintains the Saskatchewan page on *TripAdvisor*.

Tourism Saskatchewan is innovative in its execution of online and technology strategies. In the spring of 2010, a new mobile optimized website, www.2sk.ca, was launched. Tourism Saskatchewan was the first Provincial Marketing Organization in Canada to develop a site of this kind, which focuses on providing in-market services to travellers using smartphones and other mobile devices.

Other online marketing highlights include: increased website visitation, reaching over 1,029,066; four online contests resulting in more than 50,000 entries; 12 issues of *SaskSecrets* published to over 37,000 subscribers; and online travel guides (visited 15,629 times).

Tourism Saskatchewan Involvement at 2010 Winter Olympic and Paralympic Games

Tourism Saskatchewan was involved in many aspects of the provincial presence at the 2010 Winter Olympic and Paralympic Games, held in Vancouver and Whistler in February and March. Some key initiatives included: collection of high-definition (HD) footage for the National Assets Development Program; design and hosting of www.saskpavilion.ca website; assistance with still imagery and video for the Saskatchewan Pavilion, as well as projection on the dome; green screen technology where visitors to the Entertainment Centre could have their photo taken in front of iconic Saskatchewan scenes; and media relations support that resulted in $819,731 worth of publicity in equivalent advertising value over a six-month period. Financial support for these initiatives was provided by Western Economic Diversification Canada and the Tourism Alliance of Western Canada.

Travel Literature

Following a review of Tourism Saskatchewan's travel literature, the *Saskatchewan Discovery Guide* was launched in December, 2009. This publication combined three previous guides into a comprehensive, compact, easy-to-use book. The *Saskatchewan Fishing & Hunting Guide* was also re-designed and will be distributed in December 2010. *The Perfect Drive: Saskatchewan Golf Vacations* and the *Official Saskatchewan Road Map* complete Tourism Saskatchewan's travel literature series.

Photography and Imagery

Throughout the 2009-2010 fiscal year, 168 image requests were fulfilled, and an additional 865 images were downloaded through the new public access to images online (launched in February). Tourism Saskatchewan also partnered with the Ministry of Tourism, Parks, Culture and Sport on a project that sent a photographer to nine provincial parks and one event during the summer.

Career Fairs/Presentations

In 2009-2010, the Saskatchewan Tourism Education Council (STEC) delivered a total of 56 career awareness classroom presentations to potential frontline employees in high schools across the province and participated in 16 career fairs. Support continues for three high schools that deliver the Canadian Academy of Travel and Tourism (CATT) program: Nutana Collegiate, Mount Royal Collegiate, and Punnichy Community High School.

Develop

One of Tourism Saskatchewan's Ends Policies states that the organization will develop the capacity of Saskatchewan's tourism industry by providing leadership and programs that enhance the tourism industry's capacity to deliver superb visitor experiences with a commitment to sustainable development. In 2009-2010, Tourism Saskatchewan participated in a number of initiatives to achieve this goal.

Destination Area Planning

Implementation of the Lake Diefenbaker plan continued during 2009-2010, including the paving of Highway 219 south of Saskatoon. Completion of the final section to Danielson Provincial Park is planned for 2012. The initial design and proposed location of 13 "gateway" highway signs has been submitted to the Ministry of Highways and Infrastructure for approval. Formation of a regional Planning Commission was announced in June, clearing the way for a standardized approach to sub-division development.

The Cypress Hills Destination Area Plan has been completed and a coalition of area stakeholders is overseeing implementation of its various recommendations. These include: highway signage and road improvements, package development, collaborative marketing activities, development of new events, and the encouragement of overall improvements to the quality of tourism experiences available in the area.

The Prince Albert National Park and Area Destination Area has established a Destination Marketing Organization. Financing and support is being provided by Prince Albert National Park of Canada, Waskesiu Chamber of Commerce, Rural Municipality of Lakeland, Big River Chamber of Commerce, North Central Enterprise Region, and Tourism Saskatchewan. Priorities include: improvements to the area's highway signage, development of more shoulder and winter season packages, as well as collaborative marketing of the area to local, regional, and international travellers, with the goal of enhancing positive first impressions.

The *Trails of 1885* initiative was very successful in the coordination and promotion of tourism attractions and events related to the 1885 Resistance. More than 35 anniversary events were staged throughout the year at various locations across the province. Other activities associated with the *Trails of 1885* initiative included: investment in facilities at several locations, highway and signage improvements, production of a *Trails of 1885* travel guide, website, and a province-wide radio advertising campaign.

Saskatchewan Tourism Labour Market Partnership (STLMP)

Tourism Saskatchewan formed the *Saskatchewan Tourism Labour Market Partnership (STLMP)* in 2003 to identify, plan, and coordinate strategic industry-driven initiatives that contribute to a vibrant and robust tourism workforce in the province. The *STLMP* is responsible for overseeing the implementation of a 2007 tourism human resource strategy, *Charting Our Future With the Best People*. The Saskatchewan Tourism Education Council (STEC) was identified as the lead in coordinating the initiatives necessary to meet the objectives of the strategy.

In 2009-2010, the following objectives were met or are ongoing:

- Pursuit of best practices in human resource management by increasing participation in occupation-specific and general tourism education and training services across the province. An *Employer of Choice* program was developed and validated, as were the tools and

resources to support its implementation and assessment. The program was piloted to 29 tourism businesses with four becoming *Employers of Choice*.

- Creation of a funding proposal that will enable the development and implementation of a Tourism Learning System for Saskatchewan. This is in response to stakeholder feedback.
- Participation in occupation-specific and general tourism education and training programs and services across the province. STEC provided training services and skill development products to 4,024 participants (target 4,000).
- Registration of 209 individuals in Professional Certification. A total of 198 completed and obtained nationally recognized *emerit* certification in their occupation. Through STEC's partnership with the Saskatchewan Apprenticeship & Trade Certification Commission, 29 individuals achieved Journeyperson status in the Food and Beverage Person or Guest Services Representative trades.
- Delivery of *Tourism Training 2010* workshops that supported the tourism sector in the development of improved business practices to ensure a quality experience for the visitor.
- Delivery of a condensed version of the *Tourism Community Champions* workshop to two rural communities, which examined how these communities can further develop tourism initiatives between themselves and other communities in their region.

emerit Standards and Certification

STEC successfully promoted business sustainability by ensuring that Saskatchewan's tourism sector achieved 100% participation in revising and developing 12 of the CTHRC's *emerit* standards and certification programs. Many of these development projects will continue in the 2010-2011 fiscal year.

Ready To Work – Tourism Careers (RTW)

STEC delivers the *Ready to Work – Tourism Careers (RTW)* program, coordinated nationally by the Canadian Tourism Human Resource Council. *RTW* is a career awareness, skills development, and transition to employment program that assists individuals in finding long-term, rewarding careers in the tourism sector. In 2009-2010, a total of 312 individuals participated in the program, with 75% having obtained employment to date. Over the past five years, STEC's *RTW* program has engaged 469 employers, adding approximately 60 new employers each year.

Itinerary Development

A collection of 16 new itineraries are being developed. The itineraries, which will be posted online, will be useful tools for leisure travellers, as well as travel media and travel trade operators. Some of the itinerary themes include: culinary experiences, cowboy/ranching, the North West Resistance, and canoeing.

Industry Training

In October, Tourism Saskatchewan staff and a private consultant conducted two workshops on potential outdoor adventure markets. These workshops were held in Prince Albert National Park of Canada and Moose Jaw, and were attended by more than 55 tourism operators and organizations. In January, the consultant presented results of research on potential growth markets in Alberta. These workshops were held in Prince Albert and Swift Current. Approximately 70 operators attended the workshops.

A number of targeted capacity-building initiatives were delivered to small- and medium-sized tourism enterprises. These included workshops on topics, such as the internet, photography, "Alberta Market Readiness," and "Marketing to Outdoor Enthusiasts." In addition, mentorship was provided to support capacity-building with 13 tourism enterprises, primarily in rural areas.

Events Saskatchewan

Events Saskatchewan is a partnership between Tourism Saskatchewan, SaskSport, SaskCulture, and the Saskatchewan Parks and Recreation Association. The partnership has opportunities to leverage the strength of its individual member organizations in the planning, organizing, and marketing of events.

Lead

One of Tourism Saskatchewan's Ends Policies states that the organization will lead through corporate stewardship by maintaining internal and external support structures that ensure financial stewardship, a healthy corporate environment, and positive relationships. In 2009-2010, Tourism Saskatchewan embarked on a number of initiatives to achieve this goal.

Three-Year Business Plan 2009-2012
During the 2008-2009 fiscal year, Tourism Saskatchewan participated in the strategic planning process and developed an insightful plan for managing business operations and addressing marketing and development responsibilities for the following three years. Through this process, the organization determined goals and objectives that were realistic given the current operating environment. At the same time, it took into account the significant potential that exists for tourism growth in Saskatchewan. The *Three-Year Business Plan 2009-2012* provides a solid framework for future planning and action.

Quality Assurance Program
Tourism Saskatchewan identified the implementation of a provincial Quality Assurance Program (QAP) as one of its seven Corporate Goals in the *Three-Year Business Plan 2009-2012*. The President's Task Team on Quality Assurance is providing strategic input and guidance to the project. The program will be developed within the next fiscal year using the following criteria:

- The QAP must be financially sustainable.
- The program will be different for each sector of the industry.
- The criteria for each sector-specific QAP will be determined by businesses operating within that sector.

The first year of QAP development largely focused on research critical to building a strong foundation. A review was undertaken of programs throughout Canada, as well as international destinations. An online survey of Saskatchewan's tourism industry generated almost 500 responses and has provided important feedback that will assist in program development. As well, in-person and online focus groups provided additional in-depth comments.

Information Systems
Technology and rapidly changing marketing and communications methods are influencing many aspects of the travel and tourism industry. Access to accurate, timely, and meaningful information is critical to the optimal operation of Tourism Saskatchewan. During the 2009-2010 fiscal year, Tourism Saskatchewan upgraded its networking and data infrastructure, and completed the first phase of a new information system project.

Administrative staff have employed a new Accounting and Financial Reporting System, and the core elements of an organization-wide Customer Relationship Management system have been deployed. The new information system will ensure that relevant information is captured, provide tools for deeper engagement with industry members, travellers, and stakeholders, and will enable Tourism Saskatchewan to more easily demonstrate agility, relevance, measurability, and accountability. Further system development and implementation will continue through the 2010-2011 fiscal year.

Employer of Choice
Tourism Saskatchewan strives to be a leader in human resource development. In 2009-2010, audit information was completed to be submitted for the *Employer of Choice* designation. The organization renewed its popular Wellness Plan to encourage fitness and healthy living among employees. Ongoing professional development training sessions included delivery of *Service Best* to new employees and initial Customer Service Management (CRM) training.

Joint Job Evaluation
A consulting team was contracted to develop and implement a new job evaluation plan for the unionized positions within Tourism Saskatchewan.

An internal Steering Committee, comprised of both management and union representatives, worked with these consultants to ensure the new job structure was based on accurate information and fully vetted before implementation.

Employees were consulted throughout the process and the incumbent in each position had the opportunity to provide detailed job information to assist with the process. An appeal process was also available to employees. The final job structure is now established. Financial considerations for the new structure will be part of the collective bargaining process in the next fiscal year.

Fostering Partnerships

Throughout 2009-2010, Tourism Saskatchewan's Executive Office facilitated and participated in more than 125 meetings with government partners, key stakeholders, and industry representatives. Meetings with the five rural Tourism Regions, Tourism Saskatoon, and representatives of the newly formed Regina Regional Opportunities Commission reinforced the relationships with these organizations and yielded positive outcomes. These gatherings provided a valuable forum for discussion of topics such as quality assurance, the *Saskatchewan Tourism Awards of Excellence*, partnership opportunities, unified positioning on government policies affecting tourism, and other key concerns.

Cultural Partnership

In August, Tourism Saskatchewan, the Saskatchewan Professional Art Galleries Association (SPAGA), and the Saskatchewan Craft Council engaged in discussions about a cultural partnership that would showcase the work of Saskatchewan artists and artisans at Tourism Saskatchewan's new Regina location. In the days leading up to the office Grand Opening, Tourism Saskatchewan's walls were transformed. Curated by artist/gallery owner, Darrell Bell, the exhibition features works by established and emerging artists. In addition to the selections on loan from SPAGA members, pieces from the Saskatchewan Arts Board permanent collection and Traditions Handcraft Gallery are on display.

Community Outreach

Community outreach was demonstrated through sponsorship activities and support of 150 events, workshops, fundraising activities, and initiatives undertaken by cultural and sports organizations, and numerous worthwhile causes that play a role in making our province an inviting destination and a remarkable place to live and work. Additionally, Tourism Saskatchewan staff embraced an ambitious goal for the annual United Way campaign and raised $5,400.

Regional Marketing Program

Saskatchewan's Tourism Regions were established with the objective of supporting localized participation in the tourism industry, through related marketing support and membership development. Tourism Saskatchewan provides financial support on an annual basis through the Regional Funding Program.

The purpose of the program is to:

- Support the overall development of the tourism industry by providing funding assistance through the Core Operating Fund for administrative support contained within the five rural Tourism Regions ($109,700 per Tourism Region and $161,300 for the Northern Region).

TOTAL Core Operating Fund = $600,100/year

- Provide marketing assistance through the Core Marketing Fund to the rural Tourism Regions and City Marketing Organizations who offer a number of advertising and partnership opportunities to promote their membership. These are outlined within the business and marketing plans of the Tourism Regions and City Marketing Organizations and are communicated throughout the year ($150,000 per City Marketing Organization and $70,000 per Tourism Region).

TOTAL Core Marketing Fund = $650,000/year

- Provide an opportunity for the five rural Tourism Regions and two City Marketing Organizations to apply for Incremental Marketing Funds for marketing initiatives beyond Core Marketing funds. The fund is to encourage inter-regional marketing initiatives and must include at least two Tourism Regions or City Marketing Organizations.

TOTAL Incremental Marketing Fund = $200,000/year

TOTAL REGIONAL FUNDING = $1,450,100/year

Advocate

One of Tourism Saskatchewan's Ends Policies states that the organization will advocate on behalf of the tourism industry by championing the concerns of its stakeholders in a manner that builds credibility and delivers results. In 2009-2010, Tourism Saskatchewan embarked on a number of initiatives to achieve this goal.

Addendum to the Visitor Reception Centre Review

In February, Tourism Saskatchewan submitted to the Government of Saskatchewan an Addendum to the *2008 Visitor Reception Centre (VRC) Review*. The document included statistics from the 2009 season of operation, an update on the current condition of the five VRCs managed by Tourism Saskatchewan, and provided information about new initiatives concerning the facilities and services offered.

The VRC review was created in response to key concerns expressed by delegates of the first Saskatchewan *Summit on Tourism*, held in 2007. The document provides recommendations on improvements needed to reverse negative perceptions of our province, improve services to travellers, and increase tourism spending.

Constituency Reports

Constituency Reports were sent to all 58 Saskatchewan Members of the Legislative Assembly in May. These reports provided an overview of the benefits of tourism in each constituency. They included information on traveller expenditures, tourism-related employment, as well as tourism businesses and events operating within each constituency.

Rural Highway Advisory Committee

Through its work on the Ministry of Highways and Infrastructure's Rural Highway Advisory Committee, Tourism Saskatchewan participates in the evaluation and ranking of highway construction priorities. This has led to the engagement of numerous tourism stakeholders in the process, as well as the prioritization of highway projects that will benefit Saskatchewan's tourism industry.

Saskatchewan Immigrant Nominee Program

The Saskatchewan Tourism Education Council (STEC), along with other Saskatchewan hospitality sector associations, continues to work with Saskatchewan Immigrant Nominee Program (SINP) officials to ensure the continued viability of the *Hospitality Sector Pilot Project*. STEC developed and launched the *Hiring Foreign Workers* module, with input from SINP and Service Canada, to provide employers with much-needed information about the processes for hiring foreign workers.

HOST Saskatchewan – Hospitality, Outfitters & Tourism Conference & Trade Show

The third annual *HOST Saskatchewan – Hospitality, Outfitters & Tourism Conference & Trade Show* was held on March 14-15 in Saskatoon. More than 300 delegates attended workshops, networking opportunities, industry celebrations, and a trade show. A highlight was the *Saskatchewan Tourism Awards of Excellence* celebration where 45 finalists and 16 award recipients were honoured for their work in the tourism industry. The conference was again a partnership between Tourism Saskatchewan, the Saskatchewan Hotels and Hospitality Association, and the Saskatchewan Outfitters Association.

The conference featured nine industry workshops, two individual gala celebrations, and the largest tourism trade show in the province. A keynote address was delivered by Peter Kenyon, founder and director of Bank of I.D.E.A.S. (Initiatives for the Development of Enterprising Action and Strategies). In his entertaining and humourous style, Kenyon shared his philosophy of outrageous customer service through stories of business success from around the globe. Workshop presenters shared their expertise on a range of topics, providing delegates with valuable knowledge to enhance their businesses.

Tourism Awareness Week

Tourism Saskatchewan joined forces with other provinces to celebrate National Tourism Week from June 6-12. Throughout the week, provincial media promoted awareness of the importance of the tourism industry and its contribution to the provincial economy. The week was launched at an event at Saskatoon's Western Development Museum and featured speeches from Dr. Lynda Haverstock and The Honourable Dustin Duncan, Minister of Tourism, Parks, Culture and Sport.

Additional activities were planned throughout the province by each of the Tourism Regions. A partnership supporting the *Explore Saskatchewan Contest*, along with a newspaper insert allowed for province-wide distribution of the publication. Tourism Saskatchewan launched its annual photo contest, *Snap It! The Great Saskatchewan Photo Contest*.

Professional Recognition Dinners

In June, Professional Recognition Dinners were held in Saskatoon and Regina in honour of individuals achieving certification in tourism professions. These dinners also recognized Saskatchewan businesses that have demonstrated best-practices and a commitment to employee training and development.

Industry Communication

Communication with industry continues through a variety of mediums, including Tourism Saskatchewan's industry newsletter, *Going Places*, which is produced quarterly, *Industry Update* bi-monthly email reminders, and a new monthly e-newsletter, *Here & There*, which was launched in June to provide up-to-date industry- and member-related news. The Industry Matters website (www.industrymatters.com) continues to provide timely and relevant information for tourism businesses in Saskatchewan.

Online Surveys

Online surveys were successfully executed four times in the 2009-2010 fiscal year to gather timely feedback from industry members. The overall survey response rate was approximately 10%, which is considerably higher than average online survey response rates. Tourism Saskatchewan members have expressed appreciation of these opportunities to provide feedback. Their input has assisted in decision making on topics such as member benefits and content for the *Going Places* newsletter.

Golf FORE Hospitality

On August 30, the Saskatchewan Hotel and Hospitality Association (SHHA) and Tourism Saskatchewan partnered for the second annual *Golf Fore Hospitality Tournament* at Deer Valley Golf Club near Regina. The tournament attracted 126 industry delegates from across the province. As part of the *Hospitality Scholarship Program*, proceeds from the tournament fund scholarships for students enrolled at SIAST Kelsey Campus. Recipients of the 2009 scholarships were Haley Buswell, Alyssa Byrns, Shauna MacLaurin, Samaya Katzman, and William Davis.

Public Appearances

Through more than 60 public addresses and messages, President/CEO Dr. Lynda Haverstock sent a clear signal about the importance of tourism and the contributions the sector makes to the economy and to the quality of life in Saskatchewan. In the province and beyond our borders, Dr. Haverstock communicated knowledge of Saskatchewan's bounty of tourism resources, stressed the importance of ensuring that visitors are treated to exceptional service and experiences, and encouraged Saskatchewan citizens to be ardent cheerleaders for our province.

President/CEO Participation on Boards/Committees

Dr. Haverstock's participation on a number of boards and committees resulted in heightened profile of Tourism Saskatchewan and the sector. Her commitments range from hosting the President's Task Teams to involvement on committees such as the Tourism Alliance of Western Canada, as well as acting as an advisor to the President of the Saskatchewan Indian Institute of Technologies (SIIT). Dr. Haverstock assists numerous charitable causes. A notable example is her involvement with the Bell Barn Society of Indian Head. As Honorary Patron, Dr. Haverstock participated in the official opening of the Bell Round Barn, which is a valuable enhancement to tourism in the area.

President's Task Teams

During Saskatchewan's first *Summit on Tourism*, held in September 2007, delegates identified a number of barriers to overcome in order to advance the tourism sector from *Good to GREAT*. Considering the recommendations put forth in the official *Summit Report*, Tourism Saskatchewan assembled President's Task Teams to address key concerns. Over 50 business/industry leaders and influential "ambassadors" for the province were recruited to share their knowledge and expertise, and provide guidance on specific challenges.

The President's Task Teams first assembled in 2008. With terms of reference in place, Task Team members embraced their roles. In its first year, the President's Task Team initiative revealed many valuable outcomes. Findings and recommendations from the group assisted Tourism Saskatchewan in the development of a *Three-Year Business Plan* for the organization, along with strategies that will yield dividends for its members, partners, and industry stakeholders for years to come.

During the second year of its three-year mandate, the President's Task Teams initiative continued to yield benefits, particularly in the area of quality assurance. By the third meeting of this team in the spring of 2010, a plan was in place for the important "next steps" toward a Quality Assurance Program for the province. Industry surveys and consultations began soon thereafter. The team's mantra, "Good enough is not good enough," resonated with other Task Teams and has been a key message communicated to the tourism industry and to Saskatchewan communities.

Insights and advice shared by Task Team members have assisted Tourism Saskatchewan in preparations for meetings and communiqués with various government ministries and committees. In addition to quality assurance, the following are a number of topics that were addressed:

- barriers to development
- duplication of licenses and permits
- clarity of the role of Enterprise Saskatchewan
- Crown Land sales and changes to the Wildlife Habitat Protection Act
- differential provincial park camping fees imposed on out-of-province guests
- mandatory server intervention training
- publicly acknowledging the Government of Saskatchewan for its action on a new cultural policy for the province

President's Cultural Tourism Task Team
Recognizing that the heart and soul of a place is defined by its arts, culture, and heritage, this Task Team captures the essence of the province's cultural character for tourism development and marketing. It identifies opportunities for collaborative work and provides strategic recommendations for future tourism initiatives.

President's Labour Market Partnership Task Team
Saskatchewan's tourism industry will be leaders in progressive human resource practices supporting the development and sustainability of successful, quality, service-driven businesses.

President's Quality Assurance Task Team
There is only one chance to make a good first impression. The success of Saskatchewan's tourism industry is contingent upon meeting or exceeding visitor expectations. This Task Team provides Tourism Saskatchewan with insights and strategic advice on the creation of a comprehensive, effective, and achievable Quality Assurance Program.

President's Product Development and Infrastructure Task Team
Tourism Saskatchewan is committed to being the driving force in the development of the province as a competitive, investment-ready, and marketable destination. We endeavour to achieve this by providing leadership, facilitation, and coordination in a number of key areas, including product development, infrastructure, policy, and overcoming barriers to development. This Task Team provides strategic direction that allows Tourism Saskatchewan to facilitate the creation of an environment that supports the development of world-class product and infrastructure.

President's Resource and Funding Task Team
Tourism is the world's number one industry and one of Saskatchewan's most important economic drivers. Our tourism sector is facing increasing competition. Chronic underfunding has undermined Tourism Saskatchewan's ability to enable our tourism sector to capitalize on opportunities and compete effectively. This Task Team assists Tourism Saskatchewan in exploring method(s) to increase existing, and secure additional, steady, and reliable sources of funding for marketing, development, training, and communications.

President's Provincial Image Task Team
Recognizing that Saskatchewan is at a pivotal point in its history, there is an opportunity to capitalize on the sense of optimism about and within the province. This Task Team provides strategic advice to Tourism Saskatchewan in its efforts to take advantage of these new realities and project an image of Saskatchewan as a world-class tourism destination.

Tourism Authority operating as

TOURISM SASKATCHEWAN

Financial Statements

September 30, 2010

Athabasca Sand Dunes Provincial Park

Management's Responsibility

To the Members of Tourism Saskatchewan:

Management is responsible for the preparation and presentation of the accompanying financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian generally accepted accounting principles and ensuring that all information in the Annual Report is consistent with the statements. This responsibility includes selecting appropriate accounting principles and methods, and making decisions affecting the measurement of transactions in which objective judgment is required.

In discharging its responsibilities for the integrity and fairness of the financial statements, management designs and maintains the necessary accounting systems and related internal controls to provide reasonable assurance that transactions are authorized, assets are safeguarded, and financial records are properly maintained to provide reliable information for the preparation of financial statements.

The Board of Directors and Audit Committee are composed entirely of Directors who are neither management nor employees of the Authority. The Board is responsible for overseeing management in the performance of its financial reporting responsibilities, and for recommending approval to the Members of the financial information included in the Annual Report. The Audit Committee has the responsibility of meeting with management and external auditors to discuss the internal controls over the financial reporting process, auditing matters, and financial reporting issues. The Committee is also responsible for recommending the appointment of the Authority's external auditors.

Meyers Norris Penny LLP, an independent firm of Chartered Accountants, is appointed by the Members to audit the financial statements and report directly to them; their report follows. The external auditors have full and free access to, and meet periodically and separately with, both the Committee and management to discuss their audit findings.

October 21, 2010

Lynda Haverstock

Chief Executive Officer

Auditors' Report

MEYERS NORRIS PENNY LLP

To the Members of Tourism Authority o/a Tourism Saskatchewan:

We have audited the statement of financial position of Tourism Saskatchewan as at September 30, 2010 and the statements of operations and supporting schedules, changes in net assets, and cash flows for the year then ended. These financial statements are the responsibility of the Authority's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Authority as at September 30, 2010 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Regina, Saskatchewan

October 21, 2010

Meyers Norris Penny LLP

Chartered Accountants

Tourism Saskatchewan

Statement of Financial Position • As at September 30, 2010

	2010	2009
ASSETS		
CURRENT		
Cash (Note 6)	$720,919	$1,846,020
Accounts receivable	715,273	785,966
GST receivable (Note 4)	224,948	89,768
Inventory	11,685	18,544
Prepaid expenses	57,498	61,973
	1,730,323	2,802,271
LONG TERM		
Capital assets (Note 5)	2,131,570	1,434,570
	$3,861,893	$4,236,841
LIABILITIES and NET ASSETS		
CURRENT		
Accounts payable and accrued liabilities	$1,165,763	$1,866,552
Current portion of the leasehold loan (Note 7)	81,250	-
Unearned revenue	19,400	67,889
Current portion of deferred contribution related to capital assets (Note 8)	143,334	143,333
Deferred grant contribution (Note 8)	288,125	288,125
	1,697,872	2,365,899
LONG TERM DEBT		
Deferred contribution related to capital assets (Note 8)	-	143,334
Long term portion of the leasehold loan (Note 7)	561,979	-
	2,259,851	2,509,233
NET ASSETS		
Invested in capital assets	1,345,007	1,147,903
Internal restrictions: (Note 9)		
Partnership Marketing Fund	102,744	156,106
President's Marketing Advisory Fund	78,521	124,817
Tourism Saskatchewan Initiatives	8,606	400,000
Initiatives Fund	-	44,469
Unrestricted	67,164	(145,687)
	1,602,042	1,727,608
	$3,861,893	$4,236,841

See accompanying notes to financial statements.

APPROVED BY THE BOARD:

Director _____ Director _____

Tourism Saskatchewan

Statement of Operations - Year Ended September 30, 2010

	2010	2009
REVENUE		
Provincial operating grant	**$11,803,900**	$11,516,000
Other grants and contributions	**250,000**	372,202
Education and training	**2,923,040**	2,902,304
Partnership	**167,824**	195,935
Advertising	**276,976**	239,452
Retail sales	**201,388**	162,207
Listings	**124,415**	129,787
Membership	**43,690**	57,788
Interest and other	**7,828**	36,820
	15,799,061	15,612,495
EXPENSES		
Administration (Schedule 1)	**2,207,868**	2,187,978
Education and training (Schedule 2)	**3,369,968**	3,167,360
Marketing and advertising (Schedule 3)	**7,843,244**	8,210,231
Membership and visitor services (Schedule 4)	**1,857,729**	1,662,005
Cost of retail sales	**16,138**	45,329
Board and committees	**41,066**	45,991
Initiatives fund (Schedule 3)	**435,863**	134,357
President's Marketing Advisory (Schedule 3)	**76,904**	143,155
Partnership Marketing (Schedule 3)	**75,847**	3,551
	15,924,627	15,599,957
EXCESS OF REVENUE	**$(125,566)**	**$12,538**

See accompanying notes to financial statements.

Tourism Saskatchewan

Statement of Changes in Net Assets • Year Ended September 30, 2010

	Invested in Capital Assets	Internally Restricted for Partnership Marketing	Internally Restricted for President's Marketing	Internally Restricted for Tourism Saskatchewan Initiatives	Internally Restricted for Initiatives	Unrestricted Operations	Total 2010	Total 2009
BALANCE, BEGINNING OF YEAR	**$1,147,903**	**$156,106**	**$124,817**	**$400,000**	**$44,469**	**$(145,687)**	**$1,727,608**	$1,715,070
Excess of revenue (expenses)	**(616,081)** [1]	**(75,847)**	**(76,904)**	**(391,394)**	**(44,469)**	**1,079,129**	**(125,566)**	12,538
Purchase of capital assets	**1,456,414**	-	-	-	-	**(1,456,414)**	-	-
Net proceeds on capital asset loan (Note 7)	**(643,229)**	-	-	-	-	**643,229**	-	-
Interfund transfers (Note 9)	-	**(30,608)**	**30,608**	-	-	-	-	-
Internally imposed restrictions (Note 9)	-	**53,093**	-	-	-	**(53,093)**	-	-
NET ASSETS, ENDING	**$1,345,007**	**$102,744**	**$78,521**	**$8,606**	**-**	**$67,164**	**$1,602,042**	$1,727,608

See accompanying notes to financial statements.

[1] Consists of:

Amortization expense	**$759,415**
Amortization of deferred contributions related to capital assets (Note 8)	**(143,334)**
Decrease in net assets invested in capital assets	**$616,081**

Tourism Saskatchewan

Statement of Cash Flows • Year Ended September 30, 2010

	2010	2009
OPERATING ACTIVITIES		
Excess of revenue	**$(125,566)**	$12,538
Add (deduct) items not requiring cash:		
Amortization of capital assets	**759,415**	400,467
Amortization of deferred contributions related to capital assets (Note 8)	**(143,334)**	(143,333)
	490,515	**269,672**
Net change in non-cash working capital working items (Note 11)	**(802,431)**	675,071
NET CASH (USED) GENERATED FROM OPERATING ACTIVITIES	**(311,916)**	**944,743**
INVESTING ACTIVITIES		
Purchase of capital assets	**(1,456,414)**	(870,062)
NET CASH USED IN INVESTING ACTIVITIES	**(1,456,414)**	(870,062)
FINANCING ACTIVITIES		
Proceeds of leasehold loan (Note 7)	650,000	-
Repayment of leasehold loan (Note 7)	(6,771)	-
NET CASH GENERATED FROM INVESTING ACTIVITIES	**643,229**	-
NET (DECREASE) INCREASE IN CASH	**(1,125,101)**	74,681
Cash, beginning of year	**1,846,020**	1,771,339
CASH, END OF YEAR	**$720,919**	$1,846,020

See accompanying notes to financial statements.

1. DESCRIPTION OF BUSINESS

The Tourism Authority (the "Authority"), operating as Tourism Saskatchewan, was incorporated as a non-profit organization under the Tourism Authority Act and commenced operations on October 1, 1994. The Authority was formed to promote and develop tourism in Saskatchewan on behalf of the tourism industry and the Government of Saskatchewan. Certain assets were transferred to the Authority from the Government of Saskatchewan, Department of Economic Development, and Saskatchewan Property Management Corporation (SPMC).

2. SIGNIFICANT ACCOUNTING POLICIES

The financial statements have been prepared in accordance with Canadian generally accepted accounting principles:

a) Revenue Recognition

The Authority follows the deferral method of accounting for grant and education and training contributions. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated, collection is reasonably assured, and the expenses relating to the contribution are incurred.

Revenue received by the Authority in advance of the actual performance of services is deferred and is recorded as unearned revenue.

Partnership, Advertising, Listing, and Membership revenue is recognized as earned. Funds received for services that relate to the future, are deferred and recognized as revenue when earned.

Interest is recognized as earned.

Retail sales are recognized as revenue on the date of sale.

b) Cash

Cash is comprised of monies on deposit and is recognized at their fair value. Fair value is approximated by the instrument's initial cost in a transaction between unrelated parties.

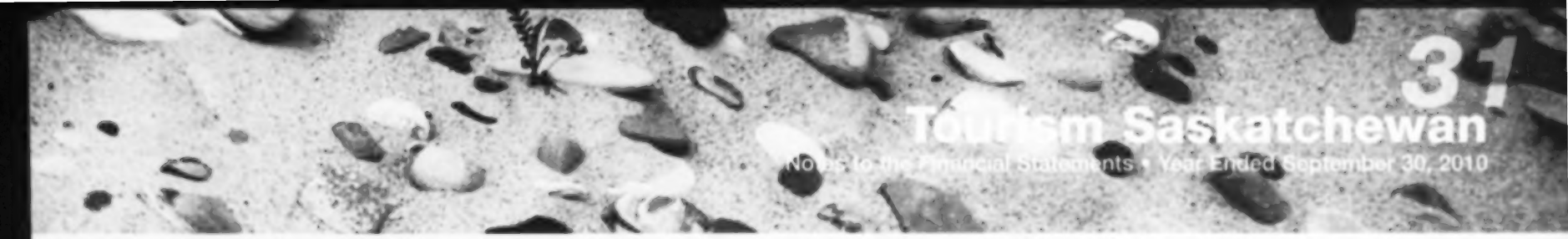
c) Inventory

Inventory is valued at the lower of cost and net realizable value.

d) Capital Assets

Capital assets are recorded at cost and are amortized over their estimated useful lives. Amortization expense is calculated using the straight-line method at the following annual rates:

Photo library	10% to 20%
Furniture and equipment	10% to 20%
Computer equipment	33%
Leasehold improvements	10%
Signs and displays	20%
Video and video footage	33%



e) Income Taxes

The Authority is incorporated as a non-profit organization and is exempt from income taxes.

f) Use of Estimates

The preparation of financial statements in accordance with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results may vary from the current estimates. Accounts receivable are stated after evaluation as to the collectability and an appropriate allowance for doubtful accounts is provided where considered necessary. Amortization is based on the estimated useful lives of the asset. These estimates and assumptions are reviewed periodically and, as adjustments become necessary, they are reported in earnings in the period in which they become known.

g) Financial Instruments

The Authority has classified cash, accounts receivable, and accounts payable and accrued liabilities as financial instruments held for trading. Held for trading financial assets and liabilities are financial instruments that are acquired or incurred principally for the purpose of selling or repurchasing the instrument in the near term. These instruments are initially recognized at their fair value. Fair value is approximated by the instrument's initial cost in a transaction between unrelated parties.

Held for trading financial instruments are carried at fair value with both realized and unrealized gains and losses included in net income. Initial cost approximates fair value due to the short-term nature of the instruments.

Long-term debt is classified as other liabilities and is measured at amortized cost using the effective interest rate method.

Transactions to purchase or sell these items are recorded on the trade date. Transaction costs related to held for trading financial instruments are expensed as incurred.

The Authority assesses impairment of all its financial assets. Impairment is measured as the difference between the asset's carrying value and its fair value. Any impairment, which is not considered temporary, is included in current year earnings.

h) Future Accounting Pronouncements – Financial Instrument Deferral of Section 3862 & 3863

In December 2006, the Canadian Institute of Chartered Accountants (CICA) issued Section 3862 *Financial Instruments – Disclosures* and Section 3863 *Financial Instruments – Presentation* to replace Section 3861 *Financial Instruments – Disclosure and Presentation*. The effective date for these new Sections was for interim and annual financial statements with fiscal years beginning on or after October 1, 2007, with earlier adoption permitted. However, in light of the uncertainty regarding the future direction in setting standards

for not-for-profit organizations, the CICA released a decision to allow deferral of Sections 3862 and 3863 for this sector. As such not-for-profit organizations should continue to apply Section 3861.

3. FINANCIAL INSTRUMENTS

Tourism Saskatchewan, as part of its operations, carries a number of financial instruments which, by their nature, are subject to risks.

a) Credit Risk

The Authority is exposed to credit risk in respect to accounts receivable in the event that the customer cannot meet its obligations. The accounts receivable are presented on the balance sheet net of the allowance for bad debts. Credit risk is managed with regular credit assessments and an allowance is maintained and reviewed for potentially uncollectible accounts.

b) Fair Value

The carrying value of cash, accounts receivable and accounts payable and accrued liabilities approximates their fair value due to the short-term maturities of these items.

c) Interest Rate Risk

The Authority is exposed to minimal interest rate risk with respect to the leasehold loan payable. The loan is at a fixed rate of 5.55% per annum for the rate term expiring August 15, 2015. The Authority will renegotiate this loan after the five-year term expires.

4. GST RECEIVABLE

The Authority claims goods and services input tax credits based upon its level of staff time devoted to generating GST taxable supplies. For the year ended September 30, 2010, the applicable rate was 70% overall. Purchases of goods for resale are eligible for 100% input tax credits.

GST receivable is net of any GST payable.

5. CAPITAL ASSETS

		Accumulated	Net Book Value	
	Cost	Amortization	2010	2009
Photo library	$705,627	$651,197	**54,430**	$101,298
Furniture and equipment	472,264	443,254	**29,010**	44,669
Computer equipment	907,993	697,935	**210,057**	196,378
Leasehold improvements	1,705,931	606,174	**1,199,757**	-
Signs and displays	139,204	128,825	**10,379**	15,881
Video and video footage	1,679,686	1,091,729	**587,957**	996,544
	$5,730,684	**$3,619,114**	**2,131,570**	$1,454,570

6. CASH

The Authority has access to the following operating line of credit, repayable on demand with interest paid monthly at the TD Bank prime rate. As of September 30, 2010, the Authority has not drawn on the operating line.

Base operating limit	$ 500,000

7. LONG-TERM DEBT

The leasehold loan was funded in the amount of $650,000 on July 29, 2010 at a fixed rate of 5.55% per annum for a rate term expiring August 15, 2015. Based on the agreed amortization period of eight years, monthly payments of principle on the loan are $6,770.63 due on or before the 15th day of each successive month commencing on September 15, 2010. All amounts outstanding under the loan are due and payable on or before the contractual term maturity date which is August 15, 2015. Interest on the loan is to be paid on the 15th day of each successive month commencing on September 15, 2010. The total long-term debt is $561,979 with an addition $81,250 declared as current. Principle repayment on the long-term debt is estimated to be $81,249.96 in each of the next five years.

8. DEFERRED CONTRIBUTIONS

Deferred Contributions Related to Capital Assets

Deferred contributions related to capital assets represent contributions received for the purpose of purchasing capital assets.

During the year, no contributions (2009 - nil) related to the purchase of capital assets have been deferred. Contributions from previous years will be recognized as income on the same basis as the related capital assets are amortized. During the year, $143,334 (2009 - $143,333) of these deferred contributions have been recognized as income.

Deferred Grant Contribution

Deferred grant contribution represents the accelerated receipt of an operating grant payment from Industry and Resources. Pursuant to the $7,040,000 annual funding agreement, the payment schedule was revised during the 1998/99 fiscal year. The transition to the revised payment schedule resulted in an accelerated payment of $288,125 being received before the Authority's 1998/99 fiscal year end. This $288,125 of the annual receipts will continue to be deferred to maintain a level of operating grant revenue consistent with the annual funding agreement.

9. INTERNALLY RESTRICTED NET ASSETS

The Authority is funded by the Government of Saskatchewan through the Ministry of Tourism, Parks, Culture and Sport. As per the funding agreement, the maximum amount of funds that can be accumulated in net restricted assets, excluding STEC, is $500,000 and the net restricted assets for STEC cannot exceed $400,000. Any amount exceeding these thresholds, as reported in the audited financial statements, must be repaid to the Ministry within 90 days of the fiscal year end. The funding agreement also limits unrestricted net assets to a maximum of $250,000 with any amounts exceeding this maximum paid back to the Ministry within the same time frame.

a) Partnership Marketing Fund

The Authority has entered into contracts with the tourism regions and industry partners to provide funds for eligible marketing activities to be carried out subsequent to the year end. During the year, the Authority's Board of Directors internally restricted $53,093 ($106,455 in 2009) of unrestricted net assets, the maximum amount remaining to be paid out pursuant to these contracts and subject to the regions and partners incurring eligible marketing expenditures by November 30, 2010. These internally restricted amounts are not available for other purposes without approval of the Board of Directors.

Changes to the net assets restricted for the Partnership Marketing Fund are as follows:

	2010	2009
Beginning balance	**$156,106**	$160,265
Less expenditures incurred during the year on regional and industry partner marketing activities	**(75,847)**	(3,551)
Less funds transferred to President's Marketing Advisory Fund representing unspent marketing funds from previous year's marketing contracts	**(30,608)**	(107,063)
Add internally imposed restrictions during the year	**53,093**	106,455
Ending balance	**$102,744**	$156,106

b) President's Marketing Fund

During the year, the Authority's Board of Directors internally restricted $30,608 ($107,063 – 2009) for the President's Marketing Fund. The CEO of Tourism Saskatchewan determines provincial marketing campaigns, in consultation with the President's Marketing Advisory Council. The additional amount represents unspent marketing funds from the 2009-2010 marketing contracts with the tourism regions and industry partners and is being restricted for this purpose consistent with the recommendation presented in the renewal of the MOA agreement.

Changes to the net assets restricted for the President's Marketing Fund are as follows:

	2010	2009
Beginning balance	**$124,817**	$160,909
Funds transferred from Partnership Marketing Fund representing unspent marketing funds from previous year's marketing contracts	**30,608**	107,063
Less expenditures	**(76,904)**	(143,155)
Ending balance	**$78,521**	$124,817

c) Tourism Saskatchewan Initiative Fund

In 2005, the Authority's Board of Directors set up a restricted fund for operational purposes for expenditures with the Saskatchewan Tourism Education Council (STEC). In 2009, the Board passed a motion to allow the fund to be used for Tourism Saskatchewan initiatives.

Changes to the net assets restricted for the Tourism Saskatchewan Initiative Fund are as follows:

	2010	2009
Beginning balance	**$400,000**	$400,000
Less expenditures incurred during year	**(391,394)**	-
Add internally imposed restrictions during the year	**-**	-
Ending balance	**$8,606**	$400,000

d) Other Initiatives Fund

The Authority's Board of Directors has internally restricted funds to be used for certain initiatives. Costs of $44,469 were incurred in 2010 relating to prior years restrictions.

Changes to the net assets restricted for the Initiatives Fund are as follows:

	2010	2009
Beginning balance	**$44,469**	$178,826
Internally imposed restrictions during the year	**-**	-
Less expenditures incurred during year	**(44,469)**	(134,357)
Ending balance	**-**	**$44,469**

10. COMMITMENTS

Leases

The Authority has entered into leases for office premises in Regina and Saskatoon and Visitor Reception Centres at various locations in the province. The future minimum lease payments are as follows:

2010	$704,316
2011	$713,031
2012	$721,745
2013	$721,745
2014	$562,598
2015 *thereafter*	$4,648,160

11. CHANGES IN NON-CASH WORKING CAPITAL ITEMS

	2010	2009
Accounts receivable	**$70,693**	$14,014
GST receivable	**(135,180)**	(40,843)
Inventory	**6,858**	7,911
Prepaid expenses	**4,475**	7,305
Accounts payable and accrued liabilities	**(700,789)**	816,855
Deferred grant contribution	**1**	-
Unearned revenue	**(48,489)**	(130,171)
Change in working capital	**($802,431)**	$675,071

12. ECONOMIC DEPENDENCE

The Authority receives approximately 75% of its revenue from the Ministry of Tourism, Parks, Culture and Sport. The Authority is dependent on the funding from the Ministry in order to maintain operations at the current level.

13. CAPITAL MANAGEMENT

The government funding provided to the Authority must be used to deliver the Authority's business plan. At each fiscal year end, the maximum amount of restricted net assets as per the audited financial statements cannot exceed $900,000. Any amount in excess of this shall be paid to the Minister of Finance within 90 days. The Authority is also allowed to accumulate up to $250,000 in unrestricted net assets. Again, any amount in excess of this amount shall be paid to the Minister of Finance within 90 days. To stay within these restrictions, Managers receive monthly spending reports compared to budget. Revised budgets are done twice a year to ensure responsible and accurate program spending with excess funds reallocated as required.

14. DEFINED CONTRIBUTION PENSION PLAN

The Authority has a defined contribution plan for employees. The Authority's obligations are limited to matching contributions made by the employees for current services. During the year, the Authority contributed, $311,532 (2009 - $287,737).

Tourism Saskatchewan

Schedule of Administration Expenses • Year Ended September 30, 2010

SCHEDULE 1

	2010	2009
Amortization	$55,447	$23,142
Building rental	79,569	54,773
Equipment rental	20,367	15,507
Insurance	17,482	16,350
Interest and bank charges	22,797	8,930
Legal	81	15,886
Postage	13,291	19,633
Professional services	257,073	446,501
Repairs and maintenance	28,892	22,065
Salaries and benefits	1,597,421	1,433,230
Stationery and supplies	32,459	46,851
System consulting/development	16,571	15,054
Telephone	13,818	15,772
Travel	52,600	54,284
	$2,207,868	$2,187,978

See accompanying notes to financial statements.

Tourism Saskatchewan

Schedule of Education and Training Expenses - Year Ended September 30, 2010

SCHEDULE 2

	2010	2009
Amortization	$89,332	$37,284
Building rental	115,549	79,540
Professional services	168,161	78,646
Salaries and benefits	1,263,891	1,107,810
STEC training costs	1,646,508	1,795,775
Travel	86,527	68,305
	$3,369,968	$3,167,360

See accompanying notes to financial statements.

Tourism Saskatchewan

Schedule of Marketing and Advertising Expenses • Year Ended September 30, 2010

SCHEDULE 3

	Unrestricted Operations	Internally Restricted Initiatives	Internally Restricted for Partnership Marketing	Internally Restricted for President's Marketing	Total 2010	Total 2009
Advertising and media publicity	$1,982,734	-	$75,847	$76,904	$2,135,485	$1,948,957
Amortization	149,707	-	-	-	149,707	62,484
Association and professional dues	12,510	-	-	-	12,510	26,978
Audio visual supplies	78,702	-	-	-	78,702	116,475
Building rental	126,619	-	-	-	126,619	87,160
Courier and freight	36,847	-	-	-	36,847	53,729
Events	216,480	-	-	-	216,480	295,723
Partnership Marketing Fund	1,324,184	-	-	-	1,324,184	1,455,565
Postage	21,000	-	-	-	21,000	57,853
Professional services	1,187,694	435,863	-	-	1,623,557	1,907,363
Promotional items	55,019	-	-	-	55,019	67,880
Salaries and benefits	1,922,934	-	-	-	1,922,934	1,761,523
Subscriptions and reference material	26,109	-	-	-	26,109	8,479
Telephone	37,394	-	-	-	37,394	38,676
Travel	462,387	-	-	-	462,387	404,321
Travel show costs	202,944	-	-	-	202,944	218,128
	$7,043,264	$435,863	$75,847	$76,904	$8,431,898	$8,491,294

See accompanying notes to financial statements.

Tourism Saskatchewan

Schedule of Membership and Visitor Services Expenses • Year Ended September 30, 2010

SCHEDULE 4

	2010	2009
Amortization	**$321,594**	$134,224
Building rental	**370,170**	254,814
Postage	**211,347**	221,094
Printing, publishing, and duplication	**12,050**	49,359
Salaries and benefits	**527,598**	531,764
Telephone	**51,025**	54,206
Travel	**13,073**	17,704
Travel literature	**350,872**	398,840
	$1,857,729	$1,662,005

See accompanying notes to financial statements.

SaskTel Saskatchewan Jazz Festival, Saskatoon

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